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SUMMER COMMUNITY YOUTH WORK PROGRAM. FINAL REPORT.

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THE PROGRAM, DESIGNED TO EXPERIMENT WITH NEW METHODS OF EMPLOYING YOUTHS FROM LOW- AND MARGINAL-INCOME FAMILIES, EMPLOYED 170 YOUTHS AGED 16 TO 21 IN IMPROVING AND DEVELOPING VACANT AREAS FOR RECREATION IN DECLINING NEIGHBORHOODS. THE LONGER RANGE GOALS OF THE PROJECT WERE TO ENCOURAGE THE YOUTHS TO PREPARE THEMSELVES FOR SKILLED EMPLOYMENT AND TO DEVELOP PROCEDURES FOR GENERAL APPLICATION OF SUCH A PROGRAM IN URBAN SITUATIONS. THE PROGRAM WAS GENERALLY EFFECTIVE WITH MINIMAL PROBLEMS OF TARDINESS AND ABSENTEEISM. HOWEVER, THE PROGRESS OF WORK WAS SLOW, AND MORALE WAS LOW WHEN THERE WAS INADEQUATE SUPERVISION. THE TURNOVER RATE WAS LESS THAN 5 PERCENT UNTIL THE LAST WEEKS WHEN STUDENTS TERMINATED EARLY FOR RETURN TO SCHOOL, AND THE LESS MOTIVATED ENROLLEES LOST INTEREST. ALL YOUTHS WHO PARTICIPATED COUNTINUOUSLY IN THE PROGRAM SEEM TO HAVE DEVELOPED GOOD WORK HABITS AND ADAPTED TO WHAT WERE IN MANY CASES ADMITTEDLY STRUCTURED INTERRACIAL SITUATIONS. ACQUIRING BASIC WORK SKILLS SUCH AS CARPENTRY, BRICKLAYING, MASONRY, AND LANDSCAPING WAS THE MOST VISIBLE ENROLLEE ACCOMPLISHMENT. LESS TANGIBLE ACHIEVEMENTS WERE DEVELOPING A STRONG SENSE OF RESPONSIBILITY, LEARNING THE VALUE OF MONEY AND ONE'S ABILITY TO PRODUCE IT, AND INCREASING MOTIVATION AND ASPIRATIONS. THE PROGRAM WAS AN IMPORTANT INFLUENCE IN STRENGTHENING THE PROCESS OF ORGANIZATION IN THE NEIGHBORHOODS THROUGH THE CHANNELING AND INVOLVEMENT OF COMMUNITY RESOURCES. A CITIZENS' EVALUATION MEETING RECOMMENDED MORE PLANNING, BETTER SUPERVISION, AND PROGRAM EXTENSION. (HC)

"Special Manpower Volume"

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Summer Community Youth Work Program

Final Report

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ACTION-Housing inc.
ALLEGHENY COUNCIL TO IMPROVE OUR NEIGHBORHOODS
NUMBER TWO GATEWAY CENTER • PITTSBURGH PA 15222

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FINAL REPORT

SUMMER COMMUNITY YOUTH WORK PROGRAM

Presented to the

OFFICE OF MANPOWER, POLICY, EVALUATION AND RESEARCH
U. S. Department of Labor

Prepared by Robert A. Gerard

September 19, 1966

ACTION-Housing, Inc.
Number Two Gateway Center
Pittsburgh, Pennsylvania

NOTE: This report on a summer youth demonstration project was prepared under a contract with Office of Manpower, Policy, Evaluation and Research, U. S. Department of Labor, under the authority of the Manpower Development and Training Act. Organizations undertaking such projects are encouraged to express their own judgment freely. Therefore, points of view or opinions stated in this document do not necessarily represent the official position or policy of the Department of Labor.

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I. INTRODUCTION

This is an evaluation of data concerning a nine-week demonstration project designed to experiment with new methods of employing youths from low- and marginal-income families. The project began on July 5, 1966, and was completed by the contract expiration date: September 19, 1966. This report completes ACTION-Housing's evaluation of the program, and it is a corollary document to the Interim Report of August 4, 1966.

The report seeks to describe and analyze the activities of the program. The findings have clarified many of the problems involved in employing disadvantaged youth. Much of the information developed is directly applicable in future establishment of youth work programs in urban areas. Even the illustrations of failure are valuable as they delineate the limitations which must be considered in the operation of projects of this nature.

No attempt was made in this program to attack the "hard-core" poverty youths, the so-called "incorrigibles." Rather, the program has sought to reach youths to whom the avenue of further education or training for skilled employment has not yet been closed. It was hoped that such contact could be accomplished through provision of a meaningful manual work experience necessarily supplemented by salary, through informal counselling by effective adult supervisors and through formalized contact with skilled counsellors. On the other hand, however, there was similarly no desire to exclude youths on the basis of a prior history of anti-social conduct.

This project, the Summer Community Youth Work Program (SCYWP) was undertaken by ACTION-Housing, Inc. on a crash basis at the invitation of the U. S. Department of Labor. The period from the preliminary request by the Department of Labor to the commencement of work was four weeks. The program began twelve days after final approval was received from Washington.

Neighborhood Urban Extension (NUE)

ACTION-Housing's extensive experience in neighborhood improvement, with the knowledge and contacts such experience provides, facilitated the rapid implementation of SCYWP. ACTION-Housing, Inc., a nonprofit civic corporation serving Allegheny County in the Commonwealth of Pennsylvania, has long realized that housing and neighborhood physical improvement must be accompanied by a strengthening of the economic base through education, vocational training and employment.

Under the impetus of such requirements, ACTION-Housing developed Neighborhood Urban Extension, a revolutionary process which has its roots in the organized support and participation of neighborhood citizens. Although Neighborhood Urban Extension has been in operation for only six years, it is already widely used as a model for other community action programs. Indeed, the Pittsburgh Office of Economic Opportunity's coordinating agency, the Mayor's Committee on Human Resources, Inc., has contracted the operation of four of its eight Community Action Programs to ACTION-Housing.

Citizen Participation

SCYWP operated in nine City neighborhoods and two suburban communities. The citizens' organizations in both suburban communities have worked closely with ACTION-Housing's Neighborhood Urban Extension staff in planning and operating their programs, as they have in the four City neighborhoods organized under ACTION-Housing's NUE programs.. In all cases the citizens' groups have had responsibility for the practical elements of implementing the program in the neighborhoods: selection of enrollees and supervisors; designation of work sites and approval of architectural designs; evaluation of the project's impact on the neighborhood level.

Utilization of Public Resources

Participation from public agencies, institutions and corporations has also been essential. The staff of the Mayor of the

City of Pittsburgh and the City Council assisted by expediting approval of an ordinance permitting work on up to thirty City-owned lots. The passage of such a blanket ordinance was unprecedented in the City's history. The Departments of City Planning and of Lands and Buildings cooperated continuously in the selection and leasing of project sites on City property. The City Department of Public Works provided some use of heavy equipment and paving materials.

The Urban Redevelopment Authority of Pittsburgh donated surplus materials from demolition projects. Student architects from Carnegie Institute of Technology, financed through the Federal Work-Study Program, have provided essential sketches and working drawings.

Corporate interest was also valuable. The United States Steel Corporation donated a large quantity of fencing materials. The Union Pacific and Pennsylvania Railroads provided thousands of used railroad ties for construction of walls and walks. The Sun Oil Corporation leased property to a citizens' committee at a nominal sum. The Dick Corporation provided one neighborhood with the use of essential grading equipment.

In addition, neighborhood merchants, too numerous to mention, offered generous discounts on small items, and much practical advice.

Without the cooperation and interest of the entire community, the program would have been far less successful. Such interest greatly facilitated efficient operation within the strong limitations of time and budget.

The Program

The immediate objective of SCYWP was to provide employment for 170 youths aged 16 to 21, and to improve and develop vacant areas for recreation in declining neighborhoods.

The longer range goals are to encourage the youths to prepare themselves for skilled employment and to develop procedures for general application of such a program in urban situations.

The project has been a qualified success. With assistance from the project staff and ACTION-Housing's Neighborhood Extension Workers, the Neighborhood Councils effectively accomplished their tasks. In all neighborhoods, striking, visually effective play areas have been developed.

II. SUMMARY

A. OBJECTIVES

The six objectives of the program are:

1. To provide nine (9) weeks of summer employment for 170 enrollees from July 5 to September 2.
2. To develop and test guidelines for summer youth work programs that will have general applicability to urban areas.
3. To strengthen current community projects and begin new projects through the participation of a wide variety of community institutions and organizations -- maintenance of effort will be required of all participating institutions in that all work projects will be over and above current projects.
4. To encourage youth to remain in school, return to school, or to enter definite employment or training.
5. To teach good work habits and develop some elementary work skills.
6. To structure an inter-group experience at the neighborhood level.

B. SCOPE

1. Area

Pittsburgh Neighborhoods (OEO Designations)

East Liberty-Garfield (Kingsley House Association)

Hazelwood-Glenwood (ACTION-Housing Neighborhood Urban Extension Program)

Hill District (Hill House Association)

Homewood-Brushton (ACTION-Housing Neighborhood Urban Extension Program)

Lawrenceville (ACTION-Housing Neighborhood Urban Extension Program)

North Side (Neighborhood Centers Association)

Perry Hilltop (ACTION-Housing Neighborhood Urban Extension Program)

South Oakland (ACTION-Housing Neighborhood Urban Extension Program)

Southwest Pittsburgh - West End (Brashear Association)

Allegheny County Neighborhoods

Lincoln Park (Penn Hills Township)

McKees Rocks

2. Enrollees

a. Number - 170

b. Sex - Male or Female

c. Age - 16 through 21

d. Income - 60% from families with a maximum annual income of $2,500 for the first member and $600 per additional member.

- 40% from families with a maximum annual income of $3,200 for the first member and $600 per additional member. Exceptions under extenuating circumstances; e.g. chronic, extreme medical requirements.

e. Residence - Legal residence in neighborhood where employed.

C. OPERATIONAL STRUCTURE

1. Supervisors

a. Number - 11

b. Residence - preference given to residents of neighborhood where employed.

c. Experience - good working knowledge of construction skills. Experience and record of responsibility in working with youths.

2. Central Staff

a. Executive Director, ACTION-Housing, Inc. - overall responsibility for SCYWP

b. Director, Neighborhood Urban Extension, ACTION-Housing, Inc. - liaison between SCYWP and other Neighborhood Urban Extension activities. More specific responsibility for SCYWP.

c. Project Director - Specific responsibility for all SCYWP operations. Continuous appraisal of individual projects. Immediate control of neighborhood supervisors. Frequent contact with neighborhood representatives. Work mainly in the field.

d. Administration Assistant to Director - Responsible for administrative details. Budget adherence, material and tool acquisition, vehicle arrangements. Work mainly in central office to provide a reliable central staff contact for neighborhood project requirements. Project analysis; preparation of evaluation report.

D. FINDINGS

Before considering individual aspects of the project in extensive detail, it is valuable to assess the accomplishments of the program in terms of its six stated objectives.

1. Employment for 170 youths has been generally effective. Until the closing weeks of the program, the enrollee turnover factor was less than five percent. Furthermore, after the first week, problems with tardiness and absenteeism were minimal.

   However, in the final weeks a sharp rise in the turnover rates occurred. Two factors were responsible: preparations for return to school, and disintegration of interest among less motivated enrollees. Many youths terminated early to begin athletic practice at school. A few, who were without plans for continuing their education, were drafted into military service. As the workload lessened when projects neared completion, some youths lost interest and failed to report to the job.

2. Both in success and failure, valuable information relevant to the operation of other youth work programs has been developed. The necessity of extensive field work by the Project Director has demonstrated the importance of a more extensive central staff including an administrative assistant with decision-making powers.

   Where inadequate supervisors were in charge, progress of work was slow and there was low morale of the youths. This indicates the necessity of careful and intensive screening for the position of the neighborhood supervisor.

   The problems in implementing the student architects' designs provide two suggestions. The students must be carefully screened for these positions, given

adequate orientation in the neighborhoods and should be required to submit detailed plans prior to the beginning of construction. In addition, more technical assistance should be available to the project team.

To avoid confusion in the acquisition of materials and tools, a central supply depot, with ancillary transportation system, should be planned and established in advance having in stock all necessary tools and a working supply of common materials. A member of the central staff should be responsible for the operation of the central supply depot and for coordination of all additional materials requirements.

Counselling and advising of the enrollees should be planned with appropriate agencies for complete social services to assure ample coverage of each youth in the program.

Meaningful work opportunities must be offered for female enrollees.

Care should be taken to avoid construction of projects in sections of neighborhoods where some of the enrollees may not feel welcome to use them after completion.

A thorough orientation and on-going training for the enrollees as to the purpose of the program and the importance of constructing such facilities in the neighborhoods is necessary for most efficient operation of the project teams.

The critical importance of the supervisors' role and the difficulties experienced with inadequate supervision suggest preparation of programs of on-going training for the supervisors.

In short, much more time -- perhaps two months -- than was possible in this situation must be spent in advance planning.

3. The program has had important influence in strengthening the process of organization in the neighborhoods through the channeling and involvement of community resources. The councils determined the recreational needs of the neighborhoods and designated projects accordingly. Neighborhood volunteers donated time and materials. In a few areas, the projects have provided the only tangible example of public interest in neighborhood problems, immeasurably simplifying and expediting the neighborhood councils' task of involving the greatest number of residents in their operations.

   Furthermore, in two cases, the development of recreation areas has provided the impetus for the formation of block clubs largely established to maintain and supervise the sites. Such occurrences are extremely valuable to neighborhood organization.

4. The few "drop-outs" in the program met with neighborhood employment workers to have their job qualifications assessed and discuss future work plans.

   The inability to obtain the assistance of the Pennsylvania Bureau of Employment Security as had been planned, hampered the desire to counsel all enrollees in matters of education and vocational training.

   A college Work-Study student with some experience in youth work met individually with 145 youths.

However, there is serious doubt whether such brief meetings could have lasting impact on the youths. Indeed, probably the main value of this attempt at counselling was the development of a statistical abstract of the enrollees.

There is indication, however, that the nature of the work had some impact upon the youths' goals. A few youths, disturbed by the difficulty of the manual labor they were required to perform, expressed the desire to continue their education in order to qualify themselves for white collar positions.

5. All youths who have participated continuously seem to have developed good work habits. Indeed, as noted above, absenteeism and tardiness have been minimal.

   The nature of the work involved has impelled the youths to learn such work skills as basic carpentry, masonry, concrete work, and planting. Neighborhood reaction to this aspect of the youths' experience has been highly enthusiastic.

6. In the relatively calm racial atmosphere of Pittsburgh, the youths adapted to what was in many cases an admittedly structured interracial situation. In all neighborhoods, the racial character of the crew reflected the composition of the neighborhood.

   Only one crew was not interracial, two were integrated only tokenly. In these cases, two of the neighborhoods are 98% Negro, the other similarly predominantly by whites. It was felt that an attempt to induce further racial balance on these teams would have been far too artificial to be of any benefit.

   Some degree of wariness, a tendency to separate into racial cliques, was noticed at first, but as the

youths began to gain respect for the work abilities of others, the previous uncertainty dissolved into acceptance. Only in a neighborhood with sharp racial divisions and a still fresh history of racial tensions did such clique arrangements persist.

In general, the operation of the project this summer has met the guidelines established by its six objectives. Only in the area of counselling was there not complete success. This problem, however, was mitigated by some basic questions as to the feasibility of making a viable impact in the span of nine weeks. On the other hand, the project provided funds and skills for many youths and made an important contribution to the needs of Pittsburgh and Allegheny County poverty neighborhoods.

III. FINAL REPORT

A. PLAN

The evaluation of the project has been divided into categories as listed in the contents. Although this approach tends to insinuate an artificial fragmentation, it nevertheless is most valuable in providing an intensive analysis of many different aspects. However, under such organization, overlap is unavoidable and should not, without proper annotation, be interpreted as additional emphasis.

B. CONTRACT NEGOTIATIONS

The United States Department of Labor, through its Office of Manpower, Policy, Evaluation and Research, contacted ACTION-Housing, Inc. on June 9, 1966 requesting a proposal for a demonstration summer youth program. Within ten days, ACTION-Housing prepared and presented a proposal which was accepted by letter of intent on June 21. The letter promised an advance of $29,700 to finance the early stages of the program. Inexplicably, the advance failed to arrive and ACTION-Housing was forced to

turn to its private sources to meet payrolls and purchase necessary materials. The U. S. Department of Labor finally sent the advance, forty days after the funds were originally promised.

It is folly to use this incident as shallow criticism of the U. S. Department of Labor. In a large bureaucracy, delays are often unavoidable. However, it indicates the necessity of an organization contracting for a project like SCYWP having sufficient resources to meet financial deadlines, regardless of such external flaws.

The final contract, completed on July 16, calls for ACTION-Housing to perform the services delineated in the proposal under the designated budget of $99,645. ACTION-Housing provided additional services from its Neighborhood Urban Extension Program: Housing Improvement Workers for technical assistance and Work-Study Students for architectural designs.

The negotiations for this project are an excellent example of how efficiently an experienced, well-organized private organization can deal with a properly motivated Federal agency. The U. S. Department of Labor presented a general concept, ACTION-Housing immediately mobilized its resources to offer a specific program. Within days, an agreement was made, unhampered by the red tape which often hamstrings effective government actio

C. RECRUITMENT OF STAFF

One of ACTION-Housing's major concerns in considering the SCYWP undertaking was the possibility that an adequate Project Director could not be found in the two days available. Fortunately, a man with much administrative experience in the military and youth work experience with the Catholic Diocese of Pittsburgh was found and hired on June 22.

The Project Director immediately instructed the neighborhood council employment workers to begin recruiting enrollees

and to present candidates for the supervisor jobs. The necessity of insuring an adequate period for orientation forced ACTION-Housing to hire, in most cases, the first supervisor candidate from each neighborhood. The inability to be more selective in hiring supervisors was to hamper severely the complete effectiveness of the program in some neighborhoods.

As preparations for the beginning of work continued, it became apparent that the Project Director would need some full-time assistance in administering the program. On July 6, an assistant was hired. At first, both the Director and his Administrative Assistant divided responsibilities in the field. However, experience rapidly dictated a change for more efficient operation. The Director concentrated on field work while his assistant handled administrative details in the office.

It is customary in demonstration projects of this nature to engage the services of a trained social scientist for evaluation work. However, ACTION-Housing has long been interested in attempting to evaluate its work from a different angle: through the eyes of a trained and competent professional journalist. Three local newspaper reporters with some experience in reporting urban affairs were sought for the position. None, however, was able to spend the time away from his paper required to perform the work involved. Finally, a television reporter with some writing experience accepted the job of Project Analyst on a part-time basis.

It developed that the scope of the work was too great for the Project Analyst to perform satisfactorily part-time. Consequently, the Administrative Assistant to the Project Director, who had undergraduate training in the Social Sciences, assumed the reporting and writing of the interim and final evaluation.

This in no way detracts from ACTION-Housing's belief

that a skilled non-social scientist -- such as a journalist -- can serve constructively and valuably as analyst for a demonstration project of this nature.

D. COOPERATION WITH PUBLIC AND PRIVATE RESOURCES

When the neighborhood councils were first approached with this program during the early planning stage, they immediately reacted by suggesting outdoor physical development projects: tot lots, playgrounds, adult recreation areas or parklets. Such projects require land, and ACTION-Housing, Inc. turned to the City of Pittsburgh to gain permission to improve vacant city property.

Although the City had long nurtured neighborhood development, it had never approved a large turnover of scattered vacant lots to one agency. Furthermore, leases for City property, which require passage of individual ordinances for each lease desired, are obtained usually only after months of negotiation. Normal procedures for the leasing of public property would have made the programs impossible in the time allowed. The Council's passage of a blanket ordinance permitted ACTION-Housing to lease up to thirty (30) lots of its choice with the concurrence of the Department of City Planning. This unprecedented action indicates the importance the City attached to such a new concept in Summer Youth employment and physical development, and the confidence they held in ACTION-Housing's ability to carry out its proposal.

But confidence and assistance from the City was only one step. ACTION-Housing's desire to expend at least 70 percent of its budget in enrollee and supervisor salaries necessitated quantities of donated materials from local industry. The response was generous: bricks, fencing, railroad ties and concrete pipe were provided at little or no cost from public and private sources.

Continguous communities to Pittsburgh approved the program.

These examples further emphasize the importance of experience and good relations with all segments of the community to an agency assuming a program of this nature. Proper utilization of community resources often not only expedites a program such as SCYWP, it is essential to its very operation.

E. ENROLLEES

The 170 youths were recruited by citizens' council employment workers in each neighborhood. In the more organized neighborhoods, employment offices consulted their files and contacted eligible youths. These youths interested others by word of mouth and in most cases there were many more applicants than positions available. In less organized neighborhoods, employment workers visited church and block meetings, calling for applications. Again, there was a surplus of applications.

All applicants were required to show proof of financial condition by submitting a family income statement in most cases countersigned by a parent or guardian. This facilitated maintenance of the 60/40 income guidelines, a task left to the neighborhood employment workers or committees.

The establishment of such guidelines for employment had two goals. First, it was hoped that each group would benefit from a close relationship with the other. Secondly, ACTION-Housing sought to provide employment for youths generally neglected by publicly-sponsored programs: the group immediately above the so-called poverty level.

It is doubtful whether the nine week experience had significant impact on youths of either group. Indeed, most youths were unaware that such an artificial division existed. Furthermore, to an outside observer, there seemed no discernable difference in attitude, manner, or appearance among the youths of either group.

However, such mixing was of more importance to the

neighborhood as a whole. Although the economic basis separating the two groups is small, ACTION-Housing is of the opinion that the general gulf is very wide; perhaps wider than any other division in our society. The lower middle class is most fearful of the class directly below them; they see the lower class as a threat to their position and their work, they resent the public assistance and interest which the lower class receives. Furthermore, in the Pittsburgh neighborhoods, the division tends also to run along racial lines: the upper group usually white, the lower group Negro.

The crossing of this gulf in SCYWP was widely noticed in the neighborhoods. The projects were in heavily travelled districts and, although the enrollees may have been oblivious, neighborhood people were immediately aware of the existence of differing income groups. Although it is far too early to discern conclusive results, it would seem that neighborhood adults could not help learning from the example of intergroup cooperation presented by their youth.

Deportment

In general, the behavior of the youths on the job has been good. Some youths joined the program with rebellious attitudes but in most cases the work experience has served to dispel these feelings. In one neighborhood the enrollees swore and jeered at residents who skeptically observed the early work. However, as visible results dissolved skepticism on both sides, the atmosphere improved and the youths individually apologized for their earlier misconduct.

The youths' response to the authority of their supervisors was largely dependent on the supervisors' conduct. The youths could immediately perceive weakness in their leadership and understandably capitalized on such weakness. Hence, the supervisor was largely responsible for the quality of the work

teams, supplying the necessary motivation through his own behavior.

One suggestion which may have limited feasibility in a program of such size and geographical scope is on-going training sessions with all enrollees. Such sessions would impress the enrollee with the larger context of the program and alleviate possible boredom resulting from continuous effort in one limited area. Impressed with a more general view, the enrollee would return to the job with a greater sense of the importance of his own work and perhaps be less prone to exploit possible weaknesses in supervision.

Development

The enrollees' acquisition of basic work skills has been the most visible contribution to their development. They have learned carpentry, bricklaying, masonry and landscaping. However, more striking to all involved with the program -- neighborhood people, supervisors, staff -- have been less tangible accomplishments.

Many enrollees have begun to develop a strong sense of responsibility. In most cases the youths had long lived in an atmosphere of neglect and/or oppression with no incentive for responsibility and initiative. For many of the young people, this is their first paid work under experienced supervision. The youths are instructed in the procedures necessary for a particular task, then largely left on their own to carry it out. Only upon repeated error does supervision become intensive and then it is remedial, not oppressive.

We cannot deduce that all enrollees have become responsible citizens under the aegis of the program. An excellent yardstick for determining the enrollees' personal development is their use of salary money. A questionnaire answered anonymously by the enrollees provided interesting results. As might

be expected, the largest number indicated purchases of clothing. However, groups almost equally large, and overwhelmingly larger than anything below, either contributed their salaries toward support of their families or placed the monies in savings. Indeed, two enrollees are contributing their paychecks toward mortgages on the family income.

In what is for many a first work experience, the enrollees have begun to learn the value of money, learn their own ability to produce income.

There seemed to be a noticeable increase in the motivation and aspiration of the youths. The introduction of more advanced construction procedures excited the enrollees. They all sought to participate in these more sophisticated tasks, and neglected at times less glamorous and more strenuous work such as clearing and digging. The student counsellor discovered indications that this work experience has motivated many youths toward continuation of their education. As one citizen noted, the youths have seen the unattractiveness of manual labor and want to educate themselves above it.

In general, the program has provided a valuable and enjoyable work experience for the youths. The low turnover factor through much of the summer suggests strong ties to the job. Indeed, half the youths who terminated before the closing weeks did so to take better jobs. In light of the fact that for most SCYWP provided the first paid work experience, such information is heartening.

Interracial Experience

Observation suggested, and the questionnaire confirmed, that for many youths the program presented a new view of their contemporaries of other races. A large railroad tie weighs

perhaps 500 pounds, in hauling them on and off trucks, the enrollees easily forgot to notice the race of the youth working alongside.

Indications of racial tension were rare. There was an instance of resistance in one predominantly white neighborhood due to the presence of Negro enrollees. However, the ability of the Negro supervisor and the diligence of the project team turned resistance into friendly interest.

In another neighborhood, which recently had experienced a racially divisive conflagration, the large, 20-member team resisted integration efforts. The supervisor attempted to split the racial cliques by sending an integrated group to another lot in the neighborhood. But this failed the following day when the youths reappeared in their old racial groups.

It is difficult to determine conclusively the permanent impact of the interracial experience on the youths. The smooth operation of most of the teams undoubtedly strengthened respect for the abilities of those of other races. The questionnaire indicated a nearly unanimous feeling of increased understanding; as one enrollee put it: 'We are all humen (sic) beings just the same as each other.' However, whether these newly-formed feelings will survive the effects of returning to a generally less integrated environment cannot be determined.

Female Enrollees

The program failed to provide adequate work for the female enrollees. Most projects involved heavy construction work to which the girls were physically unsuited. Consequently, they were relegated mainly to unproductive busy work at the Neighborhood Council's office, occasionally being given a piece of play equipment to paint or some brochures to fold and staple. The ten girls in the program have experienced the reverse of the male enrollees: the boys have learned the difficulty of earning a salary; the girls, paid for doing almost nothing,

undoubtedly now believe the opposite.

ACTION-Housing included girls in its proposal because it recognized a need equally great to that of employing boys, with far less public activity toward fulfilling such a need. Future programs must provide a viable work plan for girls -- perhaps landscaping work or carefully supervised, instructive office experience -- if such programs are to have a beneficial effect on such enrollees.

Orientation and Counselling

A brief speech by the Project Director on each site was the only orientation received by the youths. Morale and development would probably have benefited from a more extensive opening session and on-going sessions stressing the goals of the program, the benefits for the enrollees, and the importance of the program in their neighborhoods.

Originally, representatives of the Pennsylvania Bureau of Employment Security were to spend two weeks interviewing and counselling each youth in the program. However, it was discovered that extensive negotiations were required with the State Bureau to obtain their assistance. Because time did not permit such negotiations, ACTION-Housing necessarily turned to its own organization to provide this service.

A Work-Study student from a local university, with a year's experience in working with disadvantaged youth, met individually with 145 enrollees in all eleven neighborhoods. He discussed their family situation, their personal history and their future ambitions. With those who showed some response, he pursued the matter of education, suggesting the enrollee write or call colleges or vocational schools for additional information.

There is some question as to whether such traditional

counselling is valuable when limited to one brief meeting. It was suggested that weekly group sessions, devoted to discussion of problems arising from the enrollees' work situation, would be far more germane to the enrollees' actual needs.

U. S. Department of Labor consultants, who observed the program, suggested that enrollees be involved in the planning of the project work through regular meetings with supervisors and architects. Although this would perhaps bring about a greater commitment on the part of the enrollee, perhaps heighten his own self-image, there is the possibility that the problems caused by undercutting and confusion in the lines of authority would outweigh such advantages. Some enrollee involvement was achieved through the team captain who was elected by the team. In teams with strong supervision his position was largely titular. However, where supervision lagged or where more than one project was developed the captain was thrust, with little orientation, into a position of important leadership. Again, rotation of captaincy among the team to produce greater commitment was suggested, but it was felt that this, too, would confuse lines of authority and artificially induce often ineffective leadership.

The above suggestions were aimed at filling a possible void caused by the inability to provide valuable traditional counselling in such a short, rapidly developed program. Only the "drop-outs" received extensive assistance. Their first meetings with neighborhood employment workers were complete with job and training alternatives suggested. A program of follow-up, utilizing the services of the Youth Opportunities Center when possible, has been established. For the others, however, the impact of an isolated meeting can hardly be sufficient. Most youths were impressed by their counselling interview, many said that it made them thoughtful about their future. However, experience dictates caution, if not pessimism, in assessing this aspect of the project.

F. SUPERVISORS

The proper performance of the supervisor's job was critical to the success of the program. Not only were his skills and leadership essential for the completion of the work projects, he should also have played a major role in the development of the youths. Due to the supervisors' importance, more thorough orientation in leadership and technical skills must be provided. This should be supplemented by on-going sessions exploring problems arising from the work.

It was found that the most successful supervisors were college students from the neighborhood, usually with some experience in football or other athletics. These men possessed no technical ability, but were able to communicate effectively with the enrollees. It is extremely difficult to find neighborhood men with the requisite ability for such a short term project, hence college students, perhaps assisted part-time by technical experts, are an excellent resource for a summer project of this nature.

Recruitment

Candidates for the neighborhood supervisor position were presented to ACTION-Housing by the neighborhood employment workers or councils. In some cases, the men had previously supervised ACTION-Housing projects under the Neighborhood Youth Corps. Others had similar experience working with youth and some simply had familiarity with construction practices. All candidates were screened by the Project Director and the Director of Neighborhood Urban Extension. However, again the pressures of time weighed heavily on these interviews and drawbacks were often overlooked in the interest of early obtaining a full complement of supervisory personnel. In most cases, a maximum of two men were interviewed from each neighborhood. Time did not permit a further search.

Qualities

Some supervisors responded admirably. They immediately understood their manifold responsibilities -- to the enrollees, to ACTION-Housing, to the neighborhood -- and acted with consideration to all. Their work crews showed the smallest turnover and

the most rapid progress. Material costs were usually lower as they concentrated on economy. Neighborhood citizens picked up their spirit and supplied refreshments and tool and material storage space to their teams. There is an indication that enrollees on the well-supervised teams tended to spend their salaries more wisely -- most of those using their salaries for family support came from such neighborhoods.

Faults

In other neighborhoods, the situation was different. One area had a weak supervisor who was continually taken advantage of by the enrollees. Finally, he erupted, flew into a rage and caused general dissension at the project. He was unable to provide any leadership and had to be relieved of his position.

This example illustrates a major problem in the program: the destructive effect of a weak supervisor. Instead of producing good work habits and respect for authority, he forces the opposite. The disadvantaged neighborhoods have become exceptionally wise and are quick to become disillusioned. If incompetence and inefficiency manifest themselves, the people assume a knowing expression and lose interest. Among the youths of this age group the reaction is less passive. With rare exceptions, they become intentionally lazy, fail to report on time, question and refuse orders. The result is a complete lack of progress.

The problem of poor supervision was met in the four neighborhoods where it has appeared. In one case, the supervisor was relieved. In the others, he was demoted with a reduction in salary and replaced in leadership by an ACTION-Housing Self-Help Improvement Instructor. Firing was rejected as an alternative due to the possibility of alienating the neighborhood from which the supervisor was recruited.

The distribution of projects throughout a wide area gave the supervisor a large degree of autonomy. The limited central staff was unable to provide continuous supervision in each area. Therefore, it was essential that supervisors be mature, competent and responsible.

G. WORK PROJECTS

While the primary objective of SCYWP has been to provide employment and vocational stimulus for youths, a significant secondary aspect has been the creation of new recreational facilities and the improvement of existing ones.

Goals

The student architects were limited by three design standards: minimum maintenance requirements, low materials costs, simplicity of construction. Large grass areas were discouraged, as were gravel walks which would require continuous grooming. Local railroads offered used railroad ties and these were incorporated in many designs. Brick and Belgian block, reclaimed from rehabilitated streets, was uses for walks, walls, and barbeque pits. Extensive carpentry or masonry was avoided.

When the Work-Study student architects were introduced to the program, they were requested to consult with neighborhood residents and design recreational areas best suited to the needs of the immediate area. After the neighborhood councils designated the desired lots, the students canvassed the surrounding areas, interviewing residents as to their wishes. In one neighborhood, conflict arose when the architects neglected using the normal channel of the council's physical improvement committee, proving for perhaps the thousandth time in ACTION-Housing's experience, that involvement of people in the planning and decision-making process is indispensable to the success of any neighborhood development program.

Designs

In neighborhoods where City playgrounds are convenient, adult recreation areas with picnic tables, benches and barbeque pits were being constructed. In areas with more general needs, the enrollees built multi-purpose lots with separate sections for child, youth and adult recreation.

The designs have been both imaginative and realistic. They effectively utilize available materials and avoid the cliches often prevalent in playground design. Play equipment has been made from free-form concrete coated with fiberglass and from telephone poles. Multi-purpose lots have been divided into various levels. Shelter houses, providing excellent meeting places for community organizations and open air arts and crafts classes, were constructed in many areas.

Nature of Work

One of the ways SCYWP may differ from other youth work programs is in its provision of good, difficult work with physical improvement. At no time was a work crew used for maintenance of existing facilities. Only new construction or improvement of existing facilities was permitted.

Appraisal

A well-constructed lot should attract extensive neighborhood use and discourage vandalism and neglect. It should be visually effective; that is, a casual glance should be sufficient to provide a striking impression. Most projects built this summer meet such criteria. A few had basic design flaws and work was held up while new designs were prepared. This slowed completion of the lots. However, the neighborhood councils have arranged for citizens to perform the few remaining tasks.

It is too early to tell how significant the projects will be to the recreation supply of the neighborhoods. However, citizens and staff are enthusiastic about the effect of the projects to date. Local residents have become extremely interested,

indeed almost proprietary, about the projects near their homes. The residents have provided storage space for materials and tools and have watched the lots closely to prevent vandalism during non-working hours. Many citizens volunteered technical and manual assistance during the work on the sites. The councils have agreed to allocate funds for insurance of the lots. In short, by providing a tangible example of public interest in the neighborhoods, the projects seem to be having a beneficial effect on the morale of the citizens.

On-Going Maintenance

Although a primary requisite of lot design was minimum, maintenance, some on-going work will be necessary in all areas. To this end, ACTION-Housing has concluded maintenance agreements with citizens councils and/or block clubs in the neighborhoods. These agreements simply indicate a promise on the neighborhood's part to maintain the lots in usable condition. (See Appendix F)

There is some doubt as to whether such maintenance is sufficient for beneficial operation, hence ACTION-Housing is considering an in-school program similar to their Housing Youth Corps which was proposed last year. Such a program would provide maintenance crews for all project sites. In addition, the youths would also work in a shop, prefabricating structures for use in future recreational areas. Such a program, if possible, would not only perform necessary tasks, but also would enable more thorough contact with youths able to benefit from mature guidance.

H. MATERIALS, TOOLS AND TRANSPORTATION

SCYWP was initiated in 11 geographically diverse areas without the benefit of an established system for purchase and delivery of materials and tools. Consequently, the early days of the program were marked by extensive delays as project teams waited for delivery of tools which had often not been ordered.

The Self-Help Housing Improvement instructors struggled to provide whatever assistance was possible, but it rapidly became clear that some centralized control would be necessary.

Further complicating the situation was the problem of transportation. Delivery was not provided for donated materials; one work team was forced to spend two weeks hauling railroad ties to the various neighborhoods. One truck driver was hired. He was assigned a rented dump truck and kept continually busy hauling rubbish from all the lots. However, confusion reigned in the use of other trucks transporting materials and tools. Again, centralized control was the obvious answer.

Consequently, the Administrative Assistant was pulled out of the field and assigned to the central office to coordinate all supply operations. Tools were distributed evenly throughout the neighborhoods. Materials requests all flowed through the Administrative Assistant's office, were recorded, added to the ordering neighborhood's budget, and then shipped. Truck requisitions were handled similarly. At first a permanent staff of drivers, borrowed from the Self-Help Housing Improvement Program, was used. When requests diminished, these workers returned to their regular jobs and neighborhoods were required to supply their own drivers.

This method of control reduced delays and waste significantly. Nevertheless, alternative suggestions from neighborhood people, distressed at the early lack of progress, were valuable. They called for a central supply depot manned by a special team of enrollees. Such a unit would stockpile common materials and tools and provide immediate response to various project needs.

The pressure of time forced a slight increase in the materials budget. As the contract deadline approached, materials had to be available at a moment's notice, necessitating

purchases of materials otherwise available free with a delivery delay. In addition, the geographical scope of the projects throughout the Pittsburgh area forced an increase in transportation expenditures.

I. ANCILLARY OPERATIONS

The immediate implementation of SCYWP was largely facilitated by existing divisions of ACTION Housing's Neighborhood Urban Extension program. It is clear that little progress would have been made without the designs of architectural students in the Work-Study Program and the varied assistance of instructors from the Self-Help Housing Improvement Program.

Work-Study Program

ACTION-Housing, Inc., in cooperation with Chatham College, Carnegie Institute of Technology and Duquesne University, has provided employment for 56 undergraduates under the Federal Work-Study Program. Of this group, 13 are enrolled in the five-year undergraduate architectural program at Carnegie Institute of Technology. These students were originally assigned to the Self-Help Housing Improvement Program, but were rapidly transferred to SCYWP when ACTION-Housing accepted the program.

SCYWP has provided an exceptional work experience for the young architects. Not only are they responsible for providing designs and working drawings for their projects but, in most cases, they must work directly on the lots advising semi-skilled and unskilled labor in the proper implementation of their plans. Few, if any, of their architectural contemporaries have the opportunity to participate so closely in the construction of their own design.

The student-architects have been of similar value to the program. Despite only limited orientation, most adapted well in the neighborhoods and were able to communicate effectively during their assessment of requirements for designs.

As noted above, the architectural designs were generally excellent. They were ambitious without being overly complex, economical without being spare. In general, they indicated a strong understanding of urban recreational requirements.

Some of the students were unable to cope with their dual role. A few became upset and irrational when delays in materials delivery interrupted construction. Some were too protective of their own designs and became upset when supervisors and Housing Improvement instructors suggested practical alterations. Much of this problem was due to insufficient work for the students. Had there been fewer students in the program, each would have had a more meaningful assignment. The students became too strongly involved in supervision causing confusion at the projects and a misinterpretation of their own position.

Self-Help Housing Improvement Program

Instructors from ACTION-Housing's Self-Help Housing Improvement Program have provided valuable organization, supervisory and technical assistance. Early in the program they helped facilitate the movement of tools to the project sites. In one neighborhood, the instructor is the actual unit supervisor; in three others an instructor has taken over when the supervisor has proven inadequate.

Whenever advanced skills in brick work or carpentry were required, an instructor was present at the project site to teach enrollees the skills and supervise the actual work.

This important role for the Self-Help Housing Improvement Program instructor caused some confusion in chain of command on the projects. There were a few instances of conflict between instructors and supervisors. In addition, the existence of two men of authority on sites often proved confusing to the youths. Since the instructor was usually the more dominant figure, these situations usually reduced the standing of the supervisor in

the eyes of his teams. Consequently, great care was taken in utilizing an instructor. Usually a staff member was present to neutralize possible conflict.

In deciding to utilize the Self-Help Housing Improvement Program instructors, ACTION-Housing assumed a calculated risk. The possibility of conflict with the supervisors was noted, but it was felt that the advantages of skilled technical assistance could outweigh any difficulties from leadership conflict. However, in doing so ACTION-Housing, Inc. unavoidably strained the resources of the Self-Help Housing Improvement Program and curtailed its essential work in the neighborhood. The necessity of skilled technical assistance suggests the use of skilled advisors specifically attached to the particular program, not utilized at the expense of another.

J. IMPACT ON THE NEIGHBORHOODS

As noted above, most projects were widely noticed in the neighborhoods. Citizens were generally aware of the income and racial mixing accomplished, and certainly cognizant of the effects of the improvement work accomplished.

Maintenance and control of the projects was a primary concern. In two neighborhoods, block clubs were forced with the lots as a primary focus. In other neighborhoods, the lot reoriented and strengthened existing local organization, abetting the efforts of the neighborhood council and staff.

A problem concerns the racial divisions within the neighborhoods. In some areas, Negro youths have participated in projects in areas where their welcome would be limited after the work is completed. In selecting future project sites, councils must remain cognizant of such divisions within their own neighborhoods and select project locations which will not be limited later to certain enrollees.

The program has been well received in the neighborhoods. There are indications that the work has improved the image of ACTION-Housing in some neighborhoods, made its efforts seem more germane to the people's needs and greatly facilitated ACTION-Housing's Neighborhood Urban Extension Work.

K. EVALUATION

ACTION-Housing has long considered candid evaluation of its work by all interested parties an essential part of any project. In addition to encouraging the views of citizens, ACTION-Housing sought the opinions of the City of Pittsburgh and Carnegie Institute of Technology in evaluating SCYWP.

City Evaluation

Representatives of the Mayor's Office and the Department of City Planning have closely followed SCYWP since its inception. In addition to their obvious satisfaction with the improvement of City property, the City representatives were pleased by the contribution to recreational facilities. They spoke regretfully of the City's financial inability to construct additional recreation facilities and expressed the hope that ACTION-Housing or a similar organization would continue such work. The Mayor's staff reiterated the City's substantiated offer of complete cooperation wherever possible.

Carnegie Institute of Technology Evaluation

Late in August, members of the Department of Architecture and Urban Design, Carnegie Institute of Technology, were taken, at their own request, to all project locations. This tour provided ACTION-Housing with a professional opinion on the designs of all projects, the results were heartening. As might be expected, the architects' evaluations of their students' designs differed from the opinions of ACTION-Housing's staff. Nevertheless, they were extremely pleased with the project sites, and concluded that realistic and imaginative recreation space had been provided.

Staff Evaluation

ACTION-Housing's Neighborhood staff was generally enthusiastic about the project in their neighborhoods. They were quick to point out the problems and suggested more planning and better screening of supervisors. They spoke highly of the deportment of the enrollees and felt that the youths had benefitted greatly from the experience. With a few exceptions, they felt the student-architects worked well in the nieghborhoods, but called for more orientation.

Most heartening to the neighborhood staff, however, was the reaction of the community. In one neighborhood, a ward leader, who had served for 25 years and who consistently opposed community organization efforts, stood to voice opposition to the program and promised construction of a City playground. Rather than meekly concur with their ward leader's statement, a majority rose in opposition and one man shouted: "Why the hell hasn't the City done anything in 25 years up here. Let ACTION-Housing get to work!" This incident certainly helped the staff in organizing the community.

Although incidents of such impact were rare, the general tone was the same. The citizens saw their own need for physical improvement and were willing to support and organize behind an agency willing to help provide it.

Citizens' Evaluation

The evaluation meeting of neighborhood representatives provided important information for evaluating the program. Most of the information has been incorporated above. The citizens called for more planning, better supervision, and significantly, an extension of the program.

However, perhaps the greatest value of the meeting was the increased interest it provoked among the attending citizens. Discussing the program among themselves, they began to realize

its effects on community recreation, physical rehabilitation, and youth attitudes. It appeared that they left the meeting newly prepared to fire neighborhood interest in the program and to assure continued use of the facilities developed.

Of additional interest is the wide range of more informal reaction in the neighborhoods. Some are as extreme as these words of a prominent Negro doctor and neighborhood citizen council leader: "I expected real racial disturbances in this neighborhood this summer, but the people have been encouraged by the first physical improvement in this neighborhood in the last thirty years. The involvement of our own youngsters is giving everybody a positive approach to our problems." Here the multi-faceted impact of the program is clear: physical improvement projects constructively utilizing and influencing youths from the neighborhoods.

Other reactions are less erudite, but perhaps more revealing. One lady whose property abuts the project site turned her kitchen over to the supervisor and answered her telephone "Citizens Council Sub-Office." Another supplied milk and home-baked cookies daily.

A project supervisor one evening overheard a conversation about some excess asphalt. He approached the man who immediately agreed to donate the asphalt. The men left together, donned work clothes and completed the job the same evening.

In another neighborhood, vandals uprooted and removed shrubbery from one of the lots. When she discovered the theft the next morning, a lady from the immediate neighborhood instituted a personal search for the culprits, caught them, and forced them to return and replant the stolen bushes.

Many stories of similar nature can be recounted. The citizens have gone out of their way to provide assistance necessary. Furthermore, they have taken a strong interest in the

perpetuation of the program's work. Many neighborhood ladies have offered to plant additional greenery on the project sites. The areas already are used for informal adult gatherings where all concerned have been conscientious about policing the areas. Finally, many have noted with pride the involvement of <u>their</u> youth in the project. SCYWP is seen as a local effort; the maintenance of its gains is viewed as a local responsibility.

# # # # # # #

APPENDIX A

ACTION-Housing, Inc.
Number Two Gateway Center
Pittsburgh, Penna. 15222

June 22, 1966

SUMMER COMMUNITY YOUTH WORK PROGRAM

This proposal is presented at the request of the U.S. Department of Labor OMPER-Division of Program Demonstration.

Summary of Program Objectives

- to provide nine (9) weeks of summer employment for 170 enrollees from July 5 to September 2

- to develop and test guidelines for summer youth work programs that will have general applicability to urban areas

- to strengthen current community projects and begin new projects through the participation of a wide variety of community institutions and organizations -- maintenance of effort will be required of all participating institutions in that all work projects will be over and above current projects.

- to encourage youth to remain in school, return to school, or to enter definite employment or training

- to teach good work habits and develop some elementary work skills

- to structure an inter-group experience at the neighborhood level

Outline of Program Functions

- the program will be developed in nine (9) Pittsburgh neighborhoods, the Borough of McKees Rocks and the Township of Penn Hills.

- the program will perform the following work:

  * strengthen current recreation programs
  * develop and carry out new recreation programs
  * clear and plant publicly-owned property
  * clear and develop small-scale playgrounds on publicly-owned property
  * repair curbs and sidewalks
  * plant shrubs and trees
  * physically improve non-profit, non-sectarian facilities

Community citizens councils and participating institutions will select and help to carry out all work projects.

Program Schedule: June 16 to September 16

June 16	Complete contract with United States Department of Labor.
June 17-18	Present contracted program to the eleven (11) communities.
June 18-21	Recruit and select Program Director.
June 21	Meeting of all participating institutions and organizations with staff from neighborhood employment offices. Program Director begins work.
June 22	Begin recruitment of supervising staff and enrollees. Obtain office.

June 22 (Continued)	Order program materials, such as building materials - paint, brick, plants, etc. Select and design work projects with each community.
June 24	Complete recruitment of staff.
	Complete recruitment of enrollees.
	Complete selection and design of work projects.
	Stock materials in each community.
June 27	Program Analyst and office secretary begin work.
June 29-30 and July 1	Orientation and training of supervisors.
July 5	Orientation of enrollees.
July 6	Work projects begin.
July 11	Pennsylvania Bureau of Employment Security begin interviewing of enrollees.
July 22	Pennsylvania Bureau of Employment Security completes interviewing of enrollees.
July 29	Pennsylvania Bureau of Employment Security presents summary report and general recommendations to ACTION-Housing, Inc. staff and citizens council representatives.

August 1	Citizens council representatives present mid-way evaluation of work projects to ACTION-Housing, Inc.
August 4	Mid-way evaluation meeting of staff, enrollees, and citizens council representatives.
	Mid-way evaluation presented to ACTION-Housing, Inc. and Department of Labor by Program Analyst.
August 31	Work projects completed.
September 2	Final evaluation meeting of staff, enrollees, and citizens council representatives.
	Enrollees work completed.
September 6	Citizens council representatives present final evaluation of work projects to ACTION-Housing, Inc.
	Program staff begin preparation of final report to United States Department of Labor.
September 14	Supervisors work completed.
	Recommendations on each enrollee to neighborhood employment office by Pennsylvania Bureau of Employment Security.
September 16	Program Director and Program Analyst work completed.

September 29	Final report submitted to United States Department of Labor from ACTION-Housing, Inc.
October 14	Copies of final report released to all participating institutions and organizations.

Eligibility

- enrollees will be male or female and 16 to 21 years of age
- enrollees should be from the neighborhood
- neighborhood employment offices and/or citizens committees will recruit the enrollees
- the program will attempt to obtain a 60/40 ratio of enrollees in each neighborhood as follows:

Sixty percent (60%) will be hired under the general Pittsburgh CAP guidelines of $2,500 income for the first member of each family with $600 per additional member. The maximum may be raised when extenuating circumstances exist such as serious illness in the family.

Family Numbers	Maximum Income
1	$2,500
2	$3,100
3	$3,700
4	$4,300
5	$4,800
6	$5,400

Forty percent (40%) will be hired from a slightly higher income with guidelines of $3,200 for the first member of each family and $600 per each additional member. The

maximum may be raised when extenuating circumstances exist.

Family Numbers	Maximum Income
1	$3,200
2	$3,800
3	$4,400
4	$5,000
5	$5,600
6	$6,200

- enrollees will be selected within these guidelines based on the greatest need

Staffing

Enrollees will be supervised by ACTION-Housing, Inc. staff.

The Program Director:

- will be responsible for the administration and implementation of the entire program
- will be responsible for the Community Unit supervisors, enrollees, the neighborhood projects and relations with participating institutions and organizations
- will develop and conduct all orientation, training, and evaluation meetings
- will keep all records and reports for the program
- will obtain and allocate all equipment and supplies
- will work closely with Neighborhood Extension Worker-Coordinator and citizens groups
- will be hired directly by ACTION-Housing, Inc.

The Community Unit Supervisor:

- will be responsible for the daily routine and progress of each enrollee in his Community Unit
- will be directly responsible to the Program Director
- will be recruited from the neighborhoods and recommended to ACTION-Housing, Inc. for the positions by the neighborhood citizens committees (See Job Description)

Enrollees

- will work seven (7) hours a day, five (5) days a week for a nine (9) week period beginning July 5 and ending September 2
- will be paid the minimum wage of $1.25 per hour for work actually done

Program Analyst (See Job Description)

Program Structure

- there will be eleven (11) Community Units
- Community Units will contain a Special Project Team and/or a Housing Improvement Team according to the needs and capacities of each community.
- Special Project Teams work in recreation programs and some physical improvement projects.
- Housing Improvement Teams will work only in the five Pittsubrgh neighborhoods where the Housing Improvement Program of ACTI N-Housing, Inc. is being conducted.
- Therefore, some communities will have only Special Project Teams, others will have only Housing Improvement Teams, and others will have both.
- Projected make-up of Community Units:
  * City of Pittsburgh Economic Opportunity neighborhoods -

Community	Teams	Number of Enrollees
East Liberty-Garfield	2 Housing Improvement Teams	20
Hazelwood-Glenwood	1 Special Project Team	10
Hill District	2 Housing Improvement Teams	20

Community	Teams	Number of Enrollees
Homewood-Brushton	1 Housing Improvement Team	10
	1 Special Project Team	10
Lawrenceville	2 Special Project Teams	20
North Side	2 Housing Improvement Teams	20
Perry Hilltop	2 Special Project Teams	20
South Oakland	1 Housing Improvement Team	10
South Side-West End	1 Special Project Team	10
Total Enrollees for Pittsburgh ------		150

* Allegheny County Economic Opportunity communities -

Community	Teams	Number of Enrollees
Lincoln Park	1 Special Project Team	10
McKees Rocks	1 Special Project Team	10
Total Enrollees for Allegheny County ----------		20

The Neighborhood Urban Extension Program of ACTION-Housing, Inc.

ACTION-Housing, Inc. pioneered and has been conducting for more than six years a program called Neighborhood Urban Extension.

Neighborhood Urban Extension has as its major goal the developing of a process, which can be made applicable universally, for transforming aging and declining urban areas into well-ordered, desirable neighborhoods possessing a genuine sense of community. This revitalizing of aging neighborhoods is designed to be accomplished always through the efforts of the people themselves, who, with professional guidance, mobilize all the resources of the city for effective action.

ACTION-Housing, Inc. is a private, non-profit organization endeavoring through a comprehensive program to assure that the people of Pittsburgh and Allegheny County are well housed. To achieve this broad goal, it has set itself three immediate major objectives:

1. Increase the supply of good new housing in good neighborhoods for families of moderate income.
2. Bringing about the modernization of older housing and revitalization of aging neighborhoods.
3. Establishing a research base for future housing and urban renewal programs.

(See attached Annual Report to the Board of Directors, January, 1966)

Experience of ACTION-Housing, Inc. in Youth Programming

Since the establishment of the Neighborhood Urban Extension program, ACTION-Housing, Inc. has either developed or participated in the following youth programs:

- Neighborhood Youth Corps - employs 50 enrollees in three Pittsubrgh neighborhoods requiring the development of good work habits to be able to obtain employment, proceed in their education, or enter training for employment. This program is conducted in cooperation with three neighborhood citizens councils.

- Manhattan Project - developed projects and supervised 70 Manhattan College students at the request of the Catholic Diocese of Pittsburgh, Hill House Association and two neighborhood citizens councils.

- Tutoring Programs - provides several hundred high school and college tutors for children in five Pittsburgh neighborhoods on a year-round basis in cooperation with local colleges, neighborhood citizens councils and neighborhood social agencies and schools.

- American Friends Service Committee - worked one summer with this high school age group in community work projects in cooperation with a neighborhood citizens council and churches.

- College Work-Study Program - a year-round program conducted in five Pittsburgh neighborhoods in cooperation with Pittsburgh colleges, neighborhood citizens councils and social agencies. Summer program currently has 55 students.

- Summer Leadership Institute for African Women - students from African countries attending American colleges are placed in neighborhood work projects for the summer.

- Action for Employment (MDS-30-64) - under contract from Office of Manpower and Training, United States Department of Labor, ACTION-Housing, Inc. carried out a major demonstration project in the recruiting, counseling, training and placement of unemployed and underemployed residents of two Pittsburgh neighborhoods. A significant number of those served were 21 years of age or less. This program was carried out with the cooperation of a large number of health,

education and welfare agencies, especially the Pennsylvania Bureau of Employment Security and two neighborhood citizens councils.

Youth Employment Programs for Ages 16 to 21 - Pittsburgh, Summer 1966

City of Pittsburgh Neighborhood Youth Corps -

Ages: 16 - 21

Eligibility: - out of school (dropouts)
- means test of $1,540 income for the first member of the family and $550 per each additional member

Expected Number of Enrollees: 900 to 1,500

Pittsburgh School Board Neighborhood Youth Corps -

Ages: 16 - 21

Eligibility: - in school
- means test of $1,540 income for the first member of the family and $550 per each additional member

Expected Number of Enrollees: 1,200

ACTION-Housing, Inc. Neighborhood Youth Corps -

Ages: 16 - 21

Eligibility: - out of school (dropouts)
- means test of $1,540 income for the first member of the family and $550 per each additional member

Expected Number of Enrollees: 45 as of June 14, 1966 and up to 90 by August 1, 1966 depending upon funding

Pittsburgh Urban Redevelopment Authority Youth Corps -

Ages: 12 - 18

Eligibility:
- strictly in Hill District
- means test
- total of 40 enrolled during school year on part-time basis
- privately financed

Expected Number of Enrollees: summer plans indefinite

Pittsburgh Catholic Diocesan Summer Enrichment Program -

Ages: 17 - 21

Eligibility:
- enrollees are used as tutors and paid about $2.00 per hour
- are screened before hiring to see if they can teach
- no means test

Expected Number of Enrollees: not determined

Allegheny County Health and Welfare Association Neighborhood Youth Corps -

Ages: 16 - 21

Eligibility:
- out of school
- means test of $1,540 income for the first member of the family and $550 per each additional member

Expected Number of Enrollees: 120

The Summer Community Youth Work Program will differ from all other youth employment programs to be conducted in Pittsburgh for 16 - 21 year olds during the summer of 1966 as follows:

- flexible eligibility criteria permitting the mixing of income levels
- this program will be the only one enrolling 16 to 21 year olds which will employ youths from marginal income families

- although this program will seek to recruit youths from low-income families, unlike many other programs, the youth need not be the so-called "hard core."

- a stress on research regarding realistic guidelines for summer youth employment programs for urban areas

- extending program into areas peripheral to the city:

    * a low-income, non-white area in marked physical decline which is part of a prosperous white suburb. This area abutts one of Pittsburgh's non-white economic opportunity neighborhoods.

    * an industrial satellite town in marked economic and physical decline which contains 95% white population.

These two areas have not had employment programs based in their communities. Both have viable citizens councils committed to the proposed program.

Budget

Salaries:	
170 enrollees (35 hours per week, 9 weeks, $1.25 per hour)	$66,938
9 Supervisors (40 hours per week, 10 weeks, $2.50 per hour)	9,000
1 Program Analyst (12 weeks)	2,000
1 Program Director (40 hours per week, 12 weeks, $3.50 per hour)	1,680
1 Administrative Director (10% - 3 months)	342
1 Bookkeeper (20% - 3 months)	368
1 Secretary (6% - 3 months)	65
1 Secretary (12 weeks - $75.00)	900
Employment Costs:	
4.2% x 79,618	3,345
10% x 1,333	133
Staff Travel:	
Director ($15.00 per week for 12 weeks)	180
Supervisors ($1.00 per week for 10 weeks for 9)	90
Program Analyst ($15.00 per week for 12 weeks)	18[illegible]
Materials and/or tools (11 units for 9 weeks @ $105.60)	10,454
Equipment Rental:	
Furniture	470
Trucks and other vehicles (50 @ $20.00)	1,000
Photographic supplies and expenses	500
Office Supplies and Expenses	500
Telephone Expenses	300
Insurance	100
Rent (3 months @ $100)	30[illegible]
Indirect Costs	800
	$99,645

POSITION DESCRIPTION
Community Unit Supervisor
for
Summer Community Youth Work Program

The Community Unit Supervisor will be responsible for the daily routine and progress of his unit and each enrollee in his community unit.

He will be directly responsible to the Program Director.

He will be responsible for on the job training of the enrollees and set an example by demonstrating proper work habits and skills. He should have the necessary skills to carry out the neighborhoods work projects.

This position requires a mature, responsible person who can provide leadership to the enrollees in the program and is able to understand and work with youth.

Preference will be given to the individual living in the neighborhoods in which this work would be done.

APPENDIX B

ACTION-Housing, Inc.

Summer Community Youth Work Program

Report of Midway Evaluation Meeting of
Neighborhood Representatives

* * *

I. General Program

The neighborhood representatives were agreed in considering the program a success. They called for an extension of the present program and seemed to assume a similar program would be conducted next year. They were unanimous in the feeling that guidelines for similar programs in other cities had been developed. However, they delineated several areas in which improvement is essential.

Lack of planning and preparation was uppermost in the discussion. Long preliminary sessions for staff, supervisory personnel and architects were requested. It was felt that the lack of planning had harmed the effectiveness of the program both in terms of the quality of work done on the lots and in the impact of the program on the neighborhoods. One the other hand, the representatives found the projects useful and a source of pride and credit to the respective neighborhoods.

II. Enrollees

The program's influence on the enrollees was discussed at length with no negative comment. The youths learned simple construction skills, but this was considered secondary. The citizens were most concerned and most impressed with the program's role in teaching the value of money and the importance of work. They saw the youths learning to accept responsibility, to work autonomously within a framework of rules and construction requirements.

Although girls were not excluded in the proposal, no viable projects existed for them. It was proposed that such be done in future projects.

The citizens believed that the intergroup experience was succeeding; that, working in groups mixed in terms of income and race, the youth had made headway in learning to respect and cooperate with those of other backgrounds.

Also there was some indication that much of the funds received by the enrollees were being used for the benefit of the family and not spent on frivolity. This adds further evidence to the belief in the maturation of the enrollees. The lack of counselling service was brought up and a representative from Homewood mentioned that this had begun.

III. Supervisors

There was far less unanimity in this area. The impression was given that, although most of the supervisors were competent workmen themselves, some were unable to lead and have a beneficial effect on the enrollees. Many citizens called for more extensive screening of supervisors, especially evaluating the supervisors' attitude toward youth work. Futhermore, additional technical assistance, perhaps a Housing Improvement Worker assigned to each project, was suggested.

IV. Materials and Tools

The early confusion in this area which caused delays in many areas was of great concern to the citizens and was discussed at length. A central supply depot was proposed to expedite the movement of materials and tools. It was suggested that purchases be coordinated through this operation which would be manned by a crew of enrollees. As suggested by the citizens this would give some enrollees the opportunity to learn shipping, receiving, and inventories. Others could serve as delivery drivers, using a fleet of small rental trucks.

V. Selection of Work Sites

All neighborhoods were responsible for selection of work sites in their own areas and it was generally felt that this procedure best enabled the program to meet the neighborhoods' needs. It was suggested that sites with an existing facility be chosen thus providing a meaningful place to work during inclement weather and also fostering continued neighborhood interest in the project. The excellent weather this summer was heralded as a lucky break; however, it further served to highlight the need for indoor facilities.

Although it was generally concluded that the projects had excellent visual effectiveness, more time, it was felt, should be devoted to establishing projects which could be completed rapidly. The program could then benefit more sections of a large neighborhood.

VI. Student-Architects

Although there was little mention of the student architects in

the original proposal, they have become an integral part of the operation and often entered the discussion. Their efforts were acknowledged and appreciated but in some cases, it was stated, they were out of touch with the needs of the neighborhood. The citizens believed that a period of orientation in the neighborhood prior to the commencement of work would alleviate this problem. It was also suggested that the architects submit plans and proposals to ACTION-Housing, Inc. and the citizens well before work is to begin.

Finally, there was a slight complaint as to the student architects deportment in the neighborhood including the report that one in the neighborhood was downgrading the program.

VII. Summary and Conclusions

Most of the problems which the citizens discussed resulted from a lack of planning and/or organization. The problem is not an integral fault in the contracting organization but rather a question of necessary time to plan and implement the program. The original proposal was finalized three weeks prior to the beginning of work leaving scant time for the documentation of lines of communication and operation roles among the central staff and neighborhood agencies. The view was expressed that as the summer progressed, communication and material procurement greatly improved. The citizens were generally pleased with a good idea, well carried out in a short period of time. But they were also constructiv ly critical of the problems which have arisen during the early stages of the program.

APPENDIX C

TABULATION OF SUPERVISOR QUESTIONNAIRE

1. NEIGHBORHOOD

Lincoln Park	1
East Liberty-Garfield	1
Hazelwood-Glenwood	1
Hill District	--
Homewood-Brushton	1
Lawrenceville	1
North Side	1
Perry Hilltop	1
South Oakland	1
South Side-West End	1

2. AGE

No answer	2	38	1
22	2	48	1
		51	1

3. NO. OF WEEKS ON THE JOB

Three	1	Seven	1
Four	--	Eight	1
Five		Nine	5
Six	1		

4. DO YOU LIVE IN THE NEIGHBORHOOD WHERE YOU WORKED?

Yes	7	No	2

5. DID THE WORK DONE ON YOUR LOT IMPROVE IT?

Yes	9	No	--

6. WAS THE DESIGN FOR YOUR LOT A GOOD ONE?

Yes	8	No	--
		Yes & No	1

7. WERE THE CITIZENS IN ANY WAY INVOLVED IN THIS SUMMER PROGRAM?

Yes	5	No	3
		I Don't know	1

8. DID ENROLLEES ON YOUR LOT LEARN TO WORK WELL TOGETHER?

Yes	8	No	1

9. DID YOU HAVE ANY DIFFICULTY LEADING ENROLLEES OF A RACE DIFFERENT FROM YOUR OWN?

Yes	1	No	8

10. DID YOU GET THE HELP YOU WERE PROMISED AND/OR NEEDED FROM ACTION-HOUSING'S CENTRAL OFFICE?

Yes	7	No	1
		No answer	1

11. DID YOU GET ANY HELP FROM NEIGHBORHOOD OFFICES?

Yes	7	No	1
		Yes & No	1

APPENDIX D

TABULATION OF ENROLLEE QUESTIONNAIRE

1. NEIGHBORHOOD

East Liberty-Garfield	15
Hazelwood-Glenwood	7
Hill District	16
Homewood-Brushton	12
Lawrenceville	17
North Side	17
Perry Hilltop	11
South Oakland	7
McKees Rocks	8
South Side-West End	9
Unknown	2
Lincoln Park	8
Total	129

2. AGE

15	2	19	7
16	57	20	--
17	40	21	1
18	22	Total	129

3. GRADE IN SCHOOL

Seventh	1	Twelfth	25
Eighth	3	Graduate	7
Ninth	7	Freshman	5
Tenth	32	Sophmore	1
Eleventh	41	No answer	7
		Total	129

4. SEX

Male	119	No Answer	1
Female	9	Total	129

5. NO. OF WEEKS ON THE JOB

One	3	Eight	22
Two	4	Nine	38
Three	7	Ten	5
Four	5	Eleven	--
Five	6	Twelve	9
Six	11	Thirteen	1
Seven	11	No Answer	7
		Total	129

6. Do you live in the section of neighborhood where you worked?

Yes	77	No answer	1
No	51	Total	129

7. Do you plan to return to school?

Yes	116	No answer	1
No	11	Yes & No	1
		Total	129

8. Did you enjoy the work this summer?

Yes	106	Yes & No	5
No	16	No answer	2
		Total	129

9. Did you like your boss?

Yes	99	Yes & No	16
No	14	Total	129

10. Has your job given you new ideas about people of different races?

Yes	79	Yes & No	2
No	46	No answer	2
		Total	129

11. Do you think you helped this area become a better place in which to live?

Yes	109	Yes & No	1
No	16	No answer	3
		Total	129

12. How did you use the money you earned? Check all the answers which tell how you spent it.

No reply	13
Car fare, lunches	5
Gave some to my family	61
Bought clothes for myself	79
Bought shoes for myself	7
Went to the show	2
Spent it	4
Spent it on my girl	5
Bought some tools	1
Save some	56
Loaned it to my family	3
Spent it having a good time on the weekend	2
Bought books & school supplies	5
Bought magazines	1
Bought glasses	2
Repaired a car	2
Saved it for college	4
Spent it on my family and the house	8
Got insurance	1
Bought wine	2

APPENDIX E

COUNSELLING INTERVIEW TABULATION

1. AGE

15	2 enrollees	19	9 enrollees
16	56 "	20	---
17	27 "	21	2 enrollees
18	21 "		

2. GRADE COMPLETED

Sixth	1	Tenth	34
Seventh	2	Eleventh	32
Eighth	5	Twelfth	16
Ninth	23		

3. FAMILY

One	1	Six	12
Two	5	Seven	15
Three	11	Eight	12
Four	12	Nine	10
Five	23	Ten or more	14

4. FAMILY CONDITION

Public Assistance	26	Pension	1

5. FATHER'S OCCUPATION

Steel mill	18	Plumber	1
Bus driver	3	Truck driver	6
Construction	16	Janitor	5
Machinist	6	Post Office	5
Service station	1	X-ray technician	1
Laborer	6	Baker	1
City employee	6	Musician	1
Railroad	5		

6. MOTHER'S OCCUPATION

Housewife	70	Librarian	2
Domestic	2	Teacher	1
Sales	2	Nurse	1
Office	2	Nurse's Aid	2
Factory	2		

APPENDIX F

(SAMPLE)

MEMORANDUM OF AGREEMENT

between

(NAME OF NEIGHBORHOOD CITIZENS COUNCIL)

and

ACTION-Housing, Inc.

for

Maintenance of Properties Improved by the Summer Community Youth Work Program

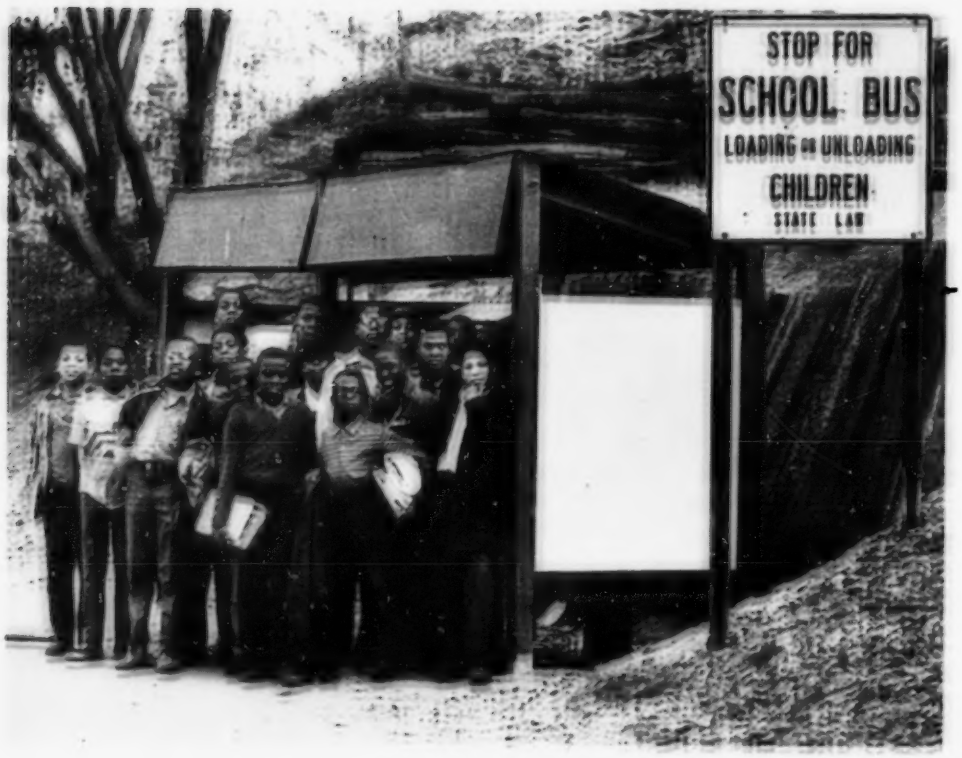
* * * * * * * * *

WHEREAS, ACTION-Housing, Inc. has been responsible for the employment, compensation, and supervision of the Summer Community Youth Work Program staff.

WHEREAS, ACTION-Housing, Inc. has provided funds for the improvement of properties at:

(NEIGHBORHOOD CITIZENS COUNCIL) agrees to maintain said properties in a condition useful and beneficial to the recreational needs of the neighborhood.

(NEIGHBORHOOD CITIZENS COUNCIL)	ACTION-Housing, Inc.
_____	_____ J. Stanley Purnell Chairman of the Board
_____	_____ Bernard E. Loshbough Executive Director



Beyond swinging South Side boy, a new shelter house.

Play Spots Spring Up In 'Grass-Roots' Effort

In Homewood there's a modern shelter house, picnic benches, a colorful panel fence and an obstacle course for youngsters.

In the East Liberty - Garfield area of Hillcrest and Donna streets there's a barbeque pit, horseshoe courts, a new sidewalk and two new retaining walls.

In Penn Hills' Lincoln Park area there is a new bus shelter and an outdoor amphitheater for little shows and movies.

In the Charles Street section of the North Side four "concrete kidney beans" chunks of free-form sculpture hang on the outside wall of a house next to a new recreation area that includes a basketball court, horseshoe area and picnic benches.

These four play spots and seven others like them throughout the City — and one in McKees Rocks — have one thing in common.

None was there a few months ago.

They're the work of a gang of ACTION - Housing, Inc., youngsters, some adult supervisors and student-architects from Carnegie Institute of Technology.

Working with a $100,000 U. S. Labor Dept. grant and the students in the Federal Work-Study Program, ACTION sponsored the recreation lot project using 170 youths aged 16 to 21.

For nine weeks most of them worked — there were few dropouts — and lots stacked with refuse and wrecked autos were revamped into neighborhood areas fit for playing, and picnicking.

For many it was the first job they had ever had, according to a report being written for the Labor Dept.

The architectural students ranged through the neighborhoods to which they were assigned, questioned residents about what should go onto the lots — which were either City-owned or donated for the jobs— and came up with their designs and working drawings.

Mixed Reaction

Reaction was mixed at first, the report said. In one neighborhood a ward politician spoke out against the idea, but another resident put him down with:

Let ACTION-Housing get to work!"

Grassroots support such as that pushed the projects through.

Interest was strong. One observer even felt the work headed off racial violence in the neighborhood.

"I expected real racial disturbances in this neighborhood this summer, but the people have been encouraged by the first physical improvement in this neighborhood in the last 30 years," he said.

He credited the use of neighborhood youngsters in the program as a major factor for its success.

Walls Built

The youngsters built retaining walls, often turning sloping land into filled level lots or terraced areas for both young and old.

They learned how to use construction tools, lay brick and landscape barren plots. And the residents supported them.

When vandals swiped uprooted shrubbery from one of the lots, a neighborhood resident saw the damage, found the culprits, and forced them to return and replant the stolen bushes.

Other neighbors in other sections served snacks to the working youngsters; another woman turned her kitchen into an office for the job supervisors and handled telephone calls for the crew.

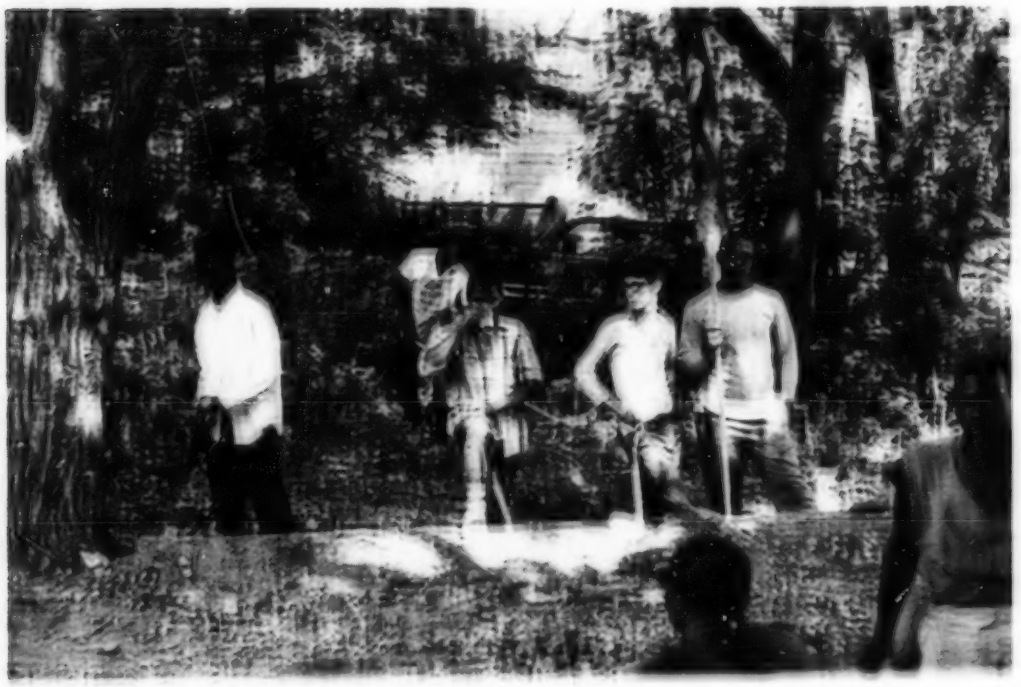
And on the North Side when a resident came by and saw the "kidney bean" sculpture on the wall, she was asked if she knew what it was. She replied.

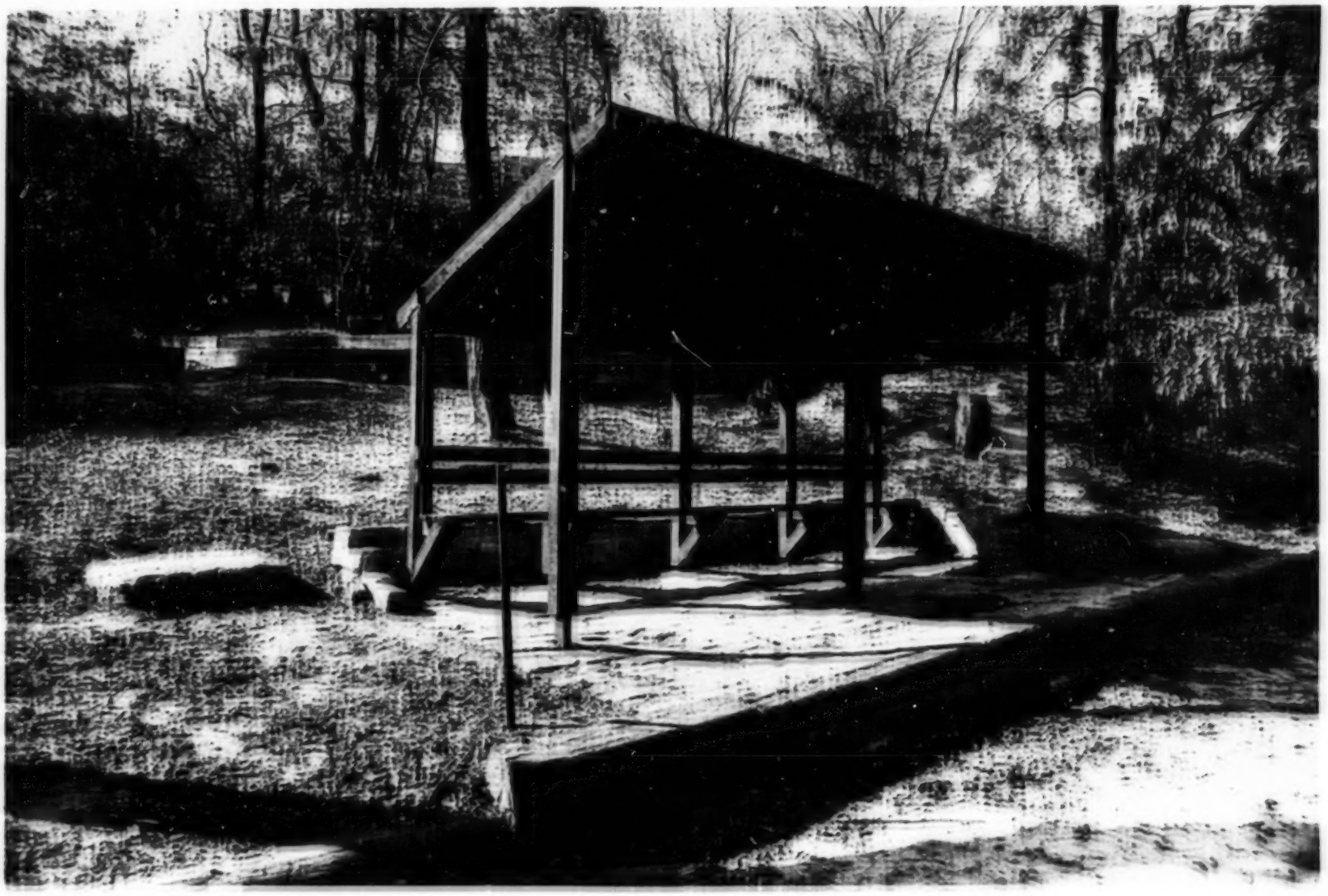
"I don't know what it is, but I like it."

APPENDIX G

The Fineview site, on Pittsburgh's upper North Side,

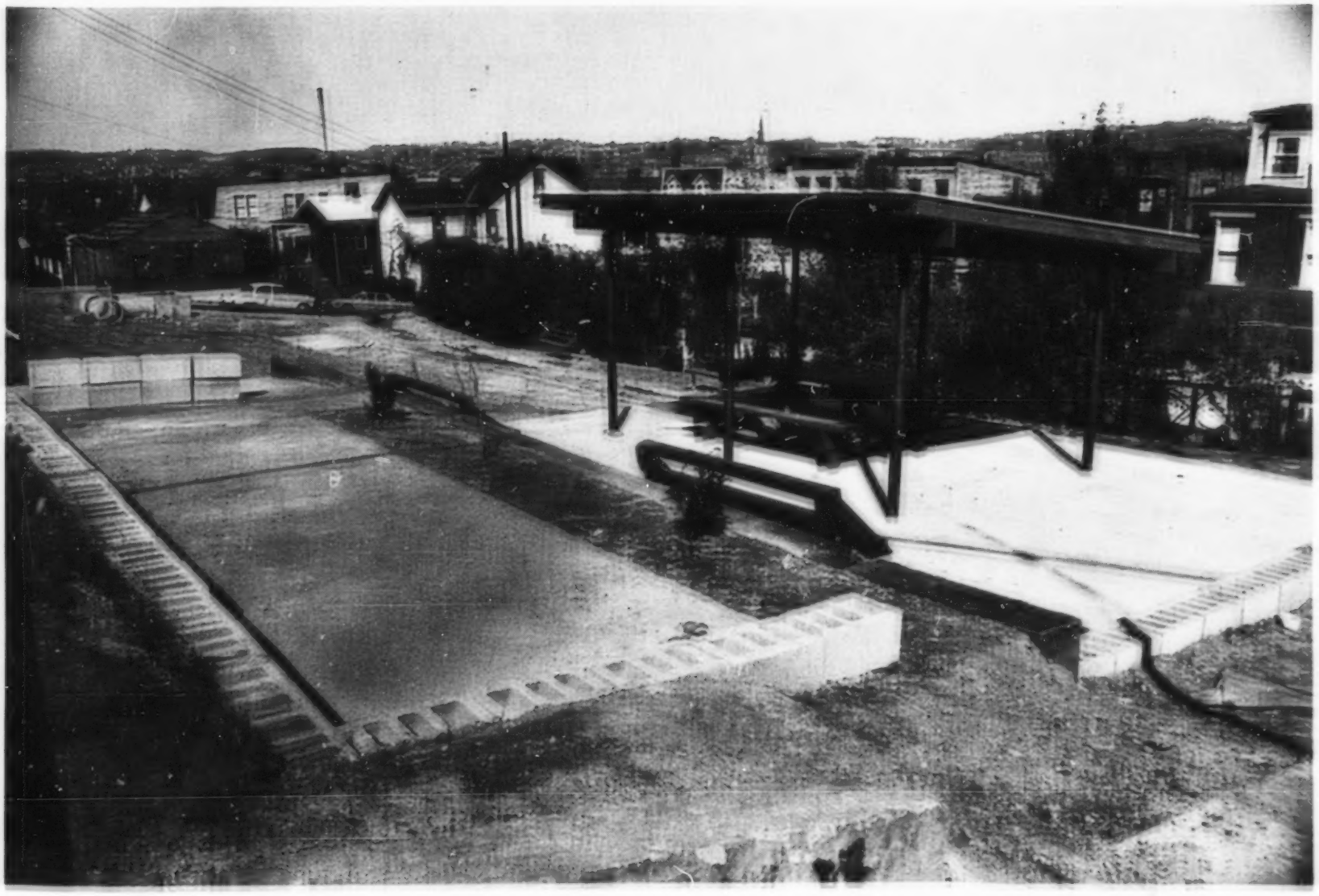
before and after





South Side parklet, before and after

McKees Rocks play lot, before and after



a summary—ACTION-Housing, inc.

To achieve its broad goal, ACTION-Housing, Inc. has three immediate major objectives:

1. Increasing the supply of good new housing in good neighborhoods for families of moderate income.
2. Bringing about the modernization of older housing and revitalization of aging neighborhoods.
3. Establishing a research base for future housing and urban renewal programs.

ACTION-Housing has developed new sources of private funds for the financing of new sales and rental housing, and the modernization of older homes. It has the effective cooperation of all segments of the housing industry—home builders, realtors, appraisers, lenders, labor, and materials suppliers. It also carries out broad neighborhood urban extension, tutorial and research programs under contract with such public agencies as the Mayor's Committee on Human Resources, Inc., under the Economic Opportunity Act of 1964, the City Planning Department, the U. S. Department of Labor, and others.

In initiating, coordinating and developing its comprehensive program, ACTION-Housing is part of a team of outstanding private, civic and public institutions and agencies. It is an associate member, with five other major civic organizations, of the Allegheny Seminar, a high-level advisory body of elected local government officials and civic representatives which assembles in conference to work out solutions to County-wide problems.

ACTION-Housing's accomplishments to now include:

• Creating the $1,600,000 Pittsburgh Development Fund through interest-bearing loans and grants from local foundations, banks, utility companies, corporations and department stores.

• Launching East Hills Park—described by the Secretary of the national Housing and Urban Development Department as the "finest housing I have seen in this price class," a privately financed, planned community and the first undertaking of the Pittsburgh Development Fund. It combines innovations in modern design, land use, financing, a precedent-shattering labor contract, and legal procedures which cut loan and closing costs. East Hills Park, which ultimately will include 1,200 houses and apartments occupying 130 acres at the eastern edge of Pittsburgh, is progressing rapidly through successive construction stages, the first 187 completed dwelling units now being occupied and construction ready to proceed upon two large further stages, one of 91 rental apartments and the other of 192 rental apartments and 130 rental townhouses, of advanced design and architectural construction.

• Initiating, planning and implementing construction of Sheraden Park, a 188-unit private enterprise cooperative town-house development scheduled for completion in June, 1966, aided by Development Fund financing and the cooperation of the Urban Redevelopment Authority, new design concepts and other innovations, as in East Hills Park.

• Sponsoring Spring Hill Gardens, 209 moderate rental apartments completed for occupancy in 1959. This privately built development was financed under Section 221 of the National Housing Act and has since been sold to a private enterprise firm.

• Undertaking a full scale, five-year test demonstration in three Pittsburgh neighborhoods of the Neighborhood Urban Extension process, financed by a major grant from The Ford Foundation and by matching grants and contributions from local foundations and corporations,

as well as the neighborhood people themselves. Now in full operation, the Neighborhood Urban Extension demonstration helps citizens utilize the vast resources of the city to vitalize their aging neighborhoods, with emphasis upon organization of leadership, education and retraining for employment and securing of model public services. This demonstration program is being carried out in the Homewood-Brushton, Hazelwood-Glenwood, and Perry Hilltop neighborhoods of Pittsburgh, at the invitation of leaders in each neighborhood. In Homewood-Brushton and Hazelwood-Glenwood and in two other priority poverty neighborhoods, Lawrenceville and South Oakland, Community Action Programs are being carried out under contract with and financing by the Mayor's Committee on Human Resources, Inc. under the Economic Opportunity Act.

• Cooperating with private enterprise and public agencies in modernization and improvement of houses and neighborhoods. The current program in home modernization on a large-scale is setting a precedent.

• Working to improve housing and zoning codes, and to assure their enforcement, in coordination with other public agencies, private organizations and citizens' groups.

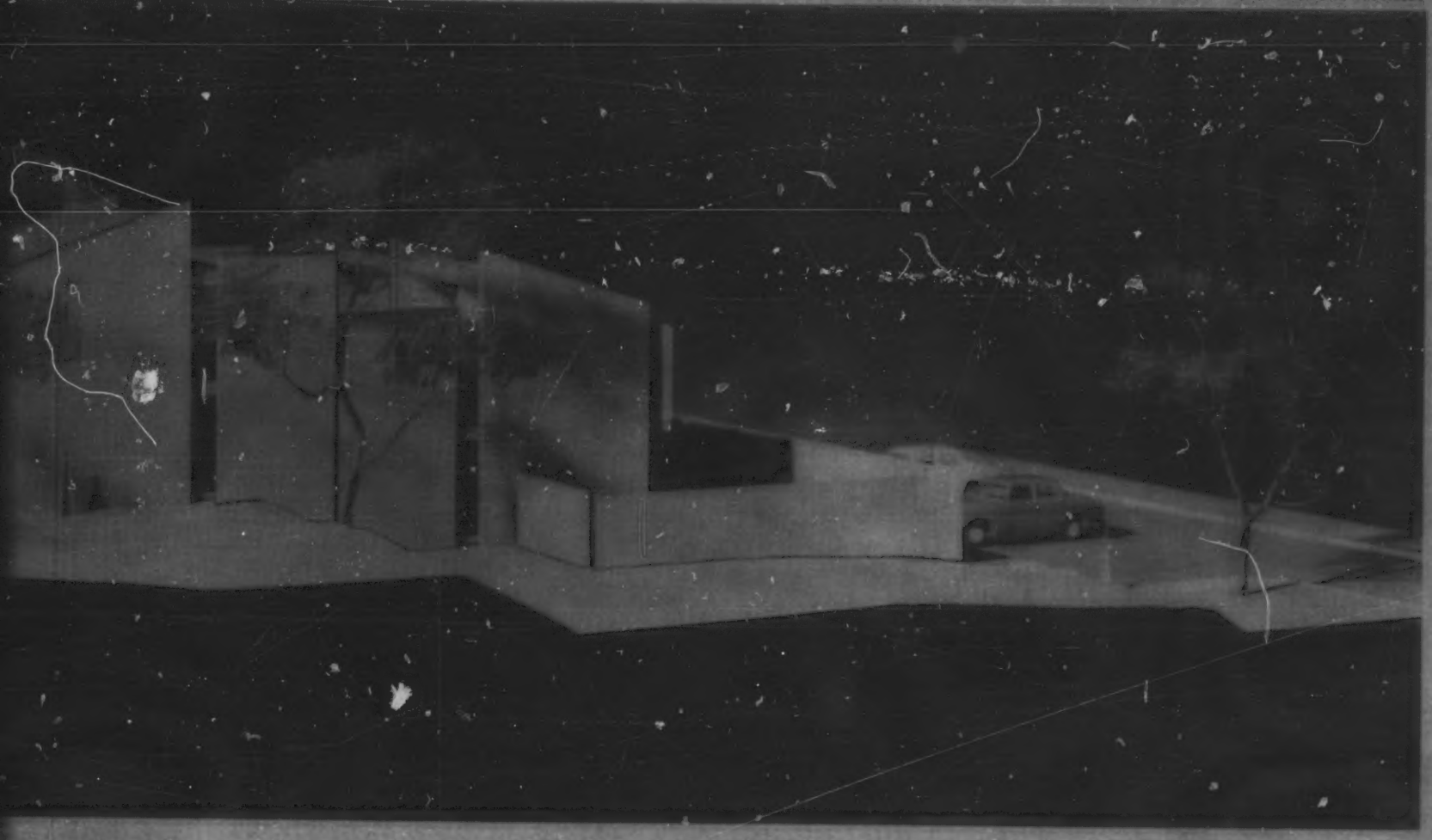
• Issuing a major study, under contract with the City Planning Department, in exploring and making recommendations upon the housing aspects of the City's total Community Renewal Program.

• Publishing annual surveys and supplemental reports on new residential construction for sale and rent in the Pittsburgh metropolitan area in cooperation with the local building industry.

• Issuing the six-volume Urban Renewal Impact Study, which has been measuring the economic, administrative and social impact of overall renewal for Allegheny County.

ACTION-Housing derives approximately 87 percent of its total financial support from contracts, service fees and grants from foundations, industry and public agencies, the remainder coming from the Community Chest-United Fund. It has as a guiding philosophy the premise that its goal of good housing in good neighborhoods in Allegheny County can be reached only by mobilizing all of the resources of the community.

Quadri-plex Townhouses East Hills Park, Phase 2 Tasso Katselas, Architect



about ACTION-Housing, inc.

ACTION-Housing, Inc. is a private, non-profit civic organization recognized as Pittsburgh's principal civic agency concerned with housing. It was established in 1957 by the Allegheny Conference on Community Development, the organization which has given overall leadership to the teams of private and public civic groups which achieved the Pittsburgh Renaissance.

ACTION stands for "Allegheny Council to Improve Our Neighborhoods." The knowledges, skills and energies of this community's foremost business and professional men, heads of institutions, religous, civic, political and labor leaders, and philanthropists, are engaged through ACTION-Housing in a concerted effort to assure that all of the people of Allegheny County are well-housed.

(For a summary of ACTION-Housing's program, turn page.)